Council on Virginia's Future

Virginia Performs



Council on Virginia's Future FY 2016 Membership

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Introduction

The Council on Virginia's Future, which is chaired by the Governor and includes government and citizen leaders, was established in 2004 and has been re-authorized twice. The Council advises Virginia leadership on the development and implementation of a long-range approach for measuring and improving the quality of life and the effectiveness of state government in Virginia.

Its signature initiative is Virginia Performs, the state's performance leadership and accountability system.

Recent Accomplishments

The Council continues to make significant progress with the ongoing evolution of Virginia Performs and development of special issues.

- Regular updates and enhancements to Virginia Performs are made to ensure the initiative remains
 fresh and relevant. Recent changes include the debut of a new Economic Diversity indicator that
 helps gauge Virginia's performance in cultivating private sector growth, developing new dynamic
 industries, and tapping into expanding national and international markets. New measures and other
 content were also added to the Air Quality and Energy indicators. In addition, we are working
 with our partners at the Weldon Cooper Center for Public Service at U.Va. to integrate improved
 assessment data on key health outcomes and on the state's environmental status.
- Virginia Performs now includes a set of Enterprise Strategic Priorities (ESPs) developed by Governor
 McAuliffe and his team, with support from Council staff. These goals, priorities, and initiatives –
 which commonly transcend agency and other organizational boundaries foster a more intense
 focus on those things leadership deems most critical and provide important input for formal agency
 strategic planning. Council staff continue to work with the Governor's Office to capture the complete
 set of key initiatives and other actions driving progress on the current ESPs.
- Enhancements were made to Virginia Performs' three priority-focused report cards: Virginia's
 Workforce System, State Government Operations, and Innovation and Entrepreneurship. Designed
 to help accelerate progress on high-priority issues, all three report cards were recently updated and
 revised to both clarify assessment and better reflect the most important drivers of progress.
- The Council is sponsoring the development of the Commonwealth Center for Advanced Research and Statistics (CCARS), whose main goal is to propose new frameworks and concepts that will help Virginia capitalize on education, workforce, and labor market data. Its first initiative a pilot project for using open data on job postings to help identify the talent needs of Virginia employers was launched in July 2016.
- The Council continues to publish special reports, analyses, and other products that enhance our understanding of issues important to Virginia's long-term future.

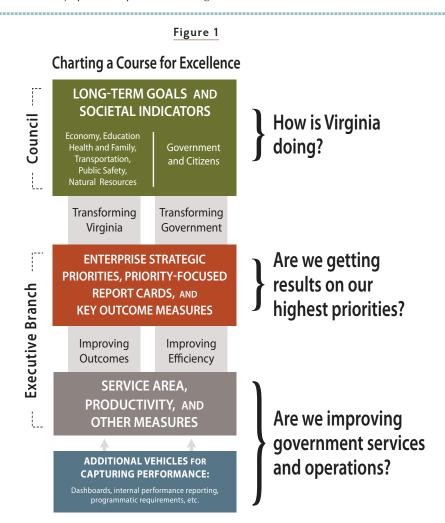
■ Virginia Performs

Architecture of the System

Virginia Performs is the Commonwealth's performance leadership and accountability system (VaPerforms. virginia.gov). It has won national recognition, is a model for other states and nations, and plays an important role in keeping Virginia a "best-managed state."

Virginia Performs aligns performance goals at every level of state government and serves as a catalyst for better strategic thinking and decision-making across the government enterprise. The system's architecture is presented below (Figure 1).

The Council develops and maintains the top, or societal, level of the system and helps model the development of the next two levels, which are the primary responsibility of state leaders, particularly the Governor's Office and the Department of Planning and Budget. Together, the continued focus is on more fully answering the three key questions presented in Figure 1 below.



How Is Virginia Doing?

Virginia's Scorecard at a Glance (Figure 2) outlines the 50 societal indicators tracked on Virginia Performs and offers a quick, broad overview of how the state is progressing. Trend changes to four indicators were made in August 2016: Personal Income, Employment Growth, and Health Insurance went from Maintaining to Improving; Energy went from Improving to Maintaining.

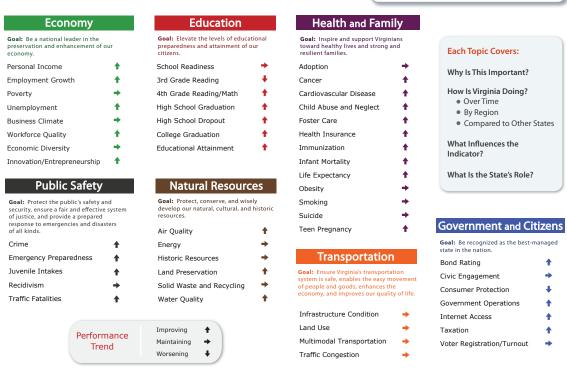
Other changes included the debut of a new indicator to measure Virginia's economic diversity, while new measures and content were added to Air Quality and Energy.

Regional scorecards were also updated this past fall and summarize current performance on more than 30 indicators for each of Virginia's eight (Council-defined) regions.

Figure 2

SCORECARD AT A GLANCE





Are We Getting Results on Our Highest Priorities?

The development of Enterprise Strategic Priorities and their integration with agency planning and performance management have been important steps forward. Together with priority-focused report cards, ESPs have strengthened assessment, planning, and execution across the enterprise.

Enterprise Strategic Priorities

The table below (Figure 3) lists a slightly condensed version of Governor McAuliffe's current Enterprise Strategic Priorities; for the complete content, see governor.virginia.gov/policy-priorities/.

Figure 3

	rigure 3	
Economy	Education	Workforce
 Promote Virginia's business climate and economic development Develop clear anti-poverty policies Attract diverse new business in growing fields such as cyber security and biosciences Enhance Virginia's exports Promote a diverse, reliable energy supply 	Improve the achievement gap in education Promote and better support great teaching and learning throughout K-12 education Strengthen the pathways to a 21st century workforce Improve access and affordability to higher education	Align workforce development and training with current and anticipated employer demands Increase credential attainments statewide Facilitate the acquisition of in-demand skills sets among Virginia workers while fostering private-sector innovation
Health a	nd Family	Natural Resources
 Advance access to high-quality healthcare for more Virginians Strengthen Virginia's behavioral health system Improve nutritious options for at-risk Virginians 	Embrace healthcare innovations to improve outcomes and lower costs Protect women's rights to make their own healthcare decisions Encourage a culture of health through stable housing, access to high-quality health care, and proper nutrition	Make every effort to meet the goals outlined in the federal government's cleanup plan for the Chesapeake Bay Implement a targeted, strategic land conservation plan that protects Virginia's biodiversity and public access Prepare Virginia for the effects of climate change and reduce the state's contribution to its causes
Public Safety and Homeland Security	Transportation	Veterans and Military Families
Protect our citizens and ensure everyone lives in a safe community Ensure the state is prepared to address threats to the safety and security of Virginians Pursue strategies to ensure background checks are done for all gun purchases Pursue aggressive prevention and enforcement policies against sexual and domestic violence Use smart sentencing for convicted persons	Develop a data-driven prioritization model for allocating transportation funds and ensure accountability Expand the role of non-highway modes in Virginia's transportation network Guarantee that local governments and citizens play a meaningful role in transportation decision-making	Create seamless transitions for Virginia's veterans and accelerate their career opportunities Increase affordable housing and veterans support programs Retain and reinforce Virginia's military installations Ensure that Virginia remains the preeminent state for military personnel, veterans, and their families
	Government and Citizens	
Improve transparency and citizen access to government data and decision-making	Pursue innovative strategies to increase government efficiency and reduce costs	Improve recruitment, retention, and succession planning for the state workforce

Manage public resources effectively in

challenging economic conditionsEnhance cyber security and upgrade

technologies

 Deliver high-quality products and services to customers in a timely manner

Encourage user-friendly online services for

all citizens

Ensure supplier diversity

individuals who qualify

· Maximize restoration of voting rights for

Priority-focused Report Cards

Priority-focused report cards are based on the Virginia Performs Scorecard model and highlight progress on broad issues that are important to the Commonwealth's long-term prosperity.

Workforce System Report Card (Figure 4): Virginia's workforce development system is multi-layered and engages different levels of government, as well as many partners, both public and private. This fourth iteration of the report card retains much of the data available in previous versions, but in support of new, refocused indicators, along with new data. Among the changes: new workforce goals for special populations such as veterans and the disabled, as well as a clearer emphasis on a range of workforce credentials.

Figure 4



Measuring what matters to Virginians

VIRGINIA'S WORKFORCE SYSTEM REPORT CARD

STEM-H Credentials to Compete GOAL: Produce 50,000 STEM-H workforce credentials with the skills employers need.		College and Career Readiness GOAL: Increase student readiness for both postsecondary education and the workplace.		Special Populations GOAL: Create pathways to employment for all Virginians.	
icenses	†	Communication Skills	•	Individuals without a High School Diploma	1
egistered Apprenticeships	→	College Preparation	•	Individuals with Disabilities	1
ertificates	→	Employability Skills	→	Opportunity Youth	1
ssociate of Applied Science Degre	es 🕴	Financial Literacy	†	Low-income Individuals	1
Credentials and D GOAL: Become the top state in the workforce credential and degree	ne US by 2030 for	Employer Focused GOAL: Focus on and be responsive to the tall of Virginia's employers.	ent needs	Programs GOAL: Reengineer Virginia's Workforce Systen drive towards common outcome measures.	
GOAL: Become the top state in the	ne US by 2030 for	GOAL: Focus on and be responsive to the tal	ent needs	GOAL: Reengineer Virginia's Workforce System	
GOAL: Become the top state in the workforce credential and degree Vorkforce Credentials	ne US by 2030 for	GOAL: Focus on and be responsive to the tal of Virginia's employers. Supply and Demand	Δ	GOAL: Reengineer Virginia's Workforce Systen drive towards common outcome measures. Credentials	
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GOAL: Become the top state in the	ne US by 2030 for see attainment.	GOAL: Focus on and be responsive to the tal of Virginia's employers. Supply and Demand	Δ	GOAL: Reengineer Virginia's Workforce Systen drive towards common outcome measures. Credentials	Δ
GOAL: Become the top state in the workforce credential and degradors when the workforce Credentials associate's Degrees	ne US by 2030 for see attainment.	GOAL: Focus on and be responsive to the tal of Virginia's employers. Supply and Demand Demand-focused Workforce Solutions	Δ	GOAL: Reengineer Virginia's Workforce System drive towards common outcome measures. Credentials Return on Investment	4.
GOAL: Become the top state in the workforce credential and degradors when the workforce Credentials associate's Degrees	ne US by 2030 for see attainment.	GOAL: Focus on and be responsive to the tal of Virginia's employers. Supply and Demand Demand-focused Workforce Solutions Job Creation	Δ	GOAL: Reengineer Virginia's Workforce Systen drive towards common outcome measures. Credentials Return on Investment Employment	Δ Δ
GOAL: Become the top state in the workforce credential and degree Vorkforce Credentials Associate's Degrees Stachelor's Degrees	the US by 2030 for the attainment.	GOAL: Focus on and be responsive to the tal of Virginia's employers. Supply and Demand Demand-focused Workforce Solutions Job Creation Manufacturing	Δ	GOAL: Reengineer Virginia's Workforce Systen drive towards common outcome measures. Credentials Return on Investment Employment Wages	Δ Δ
GOAL: Become the top state in the workforce credential and degree Vorkforce Credentials associate's Degrees sachelor's Degrees	ne US by 2030 for see attainment.	GOAL: Focus on and be responsive to the tal of Virginia's employers. Supply and Demand Demand-focused Workforce Solutions Job Creation Manufacturing	Δ	GOAL: Reengineer Virginia's Workforce Systen drive towards common outcome measures. Credentials Return on Investment Employment Wages	

State Government Operations Report Card (Figure 5): This report card presents a high-level assessment of the overall efficiency and effectiveness of state government. In addition to performance data and trend updates, Council staff worked closely with state leaders to gain consensus around important improvements in the Customer Service, Performance Assessment and Improvement, and Financial Management goal areas.

For example, the Customer Satisfaction indicator now reflects two key constituencies: external citizens and internal, intra-governmental customers; Customer Service and Performance Management and Reporting both combined two indicators which had previously overlapped in function and assessment.

Finally, at the request of the Council, a new Federal Grants indicator was added to track the state's progress in identifying and winning these grants. A complementary new Virginia Grants website (governor.virginia.gov/policy-priorities/grants/) allows users to easily focus their research by grant and applicant type and serves as an invaluable first step in tracking all Virginia-related grants and awards.

Figure 5

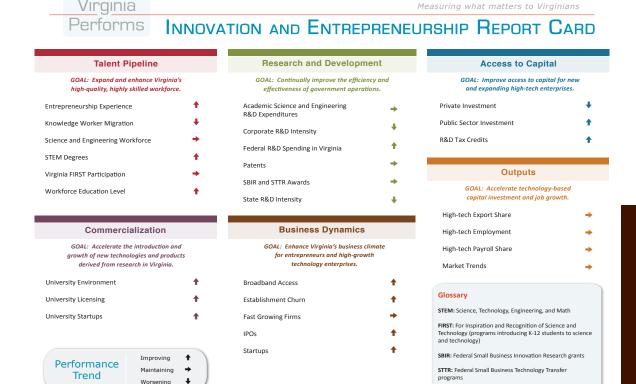


Innovation and Entrepreneurship Report Card (Figure 6): Innovation and entrepreneurship drive economic competitiveness and figure prominently in economic development strategic planning. We continue to work with the Center for Innovative Technology (CIT) to enhance our understanding of Virginia's progress on these two related and fundamental cornerstones of future economic vitality.

Report card revisions made in late 2015 condensed and eliminated certain indicators and introduced four new indicators:

Figure 6

- Entrepreneurship Experience,
- · Science and Engineering Workforce,
- University Environment, and
- Academic Science and Engineering R&D Expenditures.



IPOs: Initial Public Offerings (stock)

Council Partnerships

The Weldon Cooper Center for Public Service at the University of Virginia and the Department of Planning and Budget continue to be critical partners in maintaining and improving Virginia Performs.

While the Council values its role as an objective and independent voice for sound assessment, it has since its inception worked closely with a wide variety of partners to explore high-priority issues, model assessment vehicles, etc. Recent partnerships include:

- GO Virginia: This business-led initiative seeks to mobilize private, public, state, and regional
 resources to catalyze innovative and regionally-driven strategies for improving Virginia's economic
 opportunities.
- Governor's Office: The Credentials to Compete initiative arose out of Governor McAuliffe's New Virginia Economy strategic plan and is designed to dramatically increase the state's production of high-value workforce credentials in STEM-H occupations.
- National Governors Association: A grant from the NGA's Talent Pipeline Policy Academy will help Virginia align the state's workforce system with economic development.
- Georgetown University: Virginia will continue its work with the Center on Education and the Workforce at Georgetown University to help estimate the attainment rate of workforce credentials currently in Virginia's economy.
- Virginia Chamber of Commerce: The Council collaborated with the Chamber on the development
 of the first Blueprint Virginia, a business-led, long-range economic development plan for the
 Commonwealth.

■ Council Portfolio

The Council employs a variety of methods and develops an array of products to keep Virginia's leaders and citizens informed about how the state is doing and to shed light on the key challenges facing the Commonwealth:

- Research and analysis activities have focused on the drivers of economic competitiveness; creating a
 framework for workforce development assessment; strengthening the foundations for improved highlevel, issue-focused assessment; and improving agency performance.
- Issue Insights and Brief Insights provide high-level analyses of key issues for Virginia. For example, "Regional Analysis and Refinement: Government Service Delivery Regions" (Issue Insight #8) presents an overview of Virginia's varied approaches to the regional alignment of programs and resources, a key issue for economic development strategy.
- Presentations and contacts with key public- and private-sector audiences about the Council on Virginia's Future, performance leadership and accountability, and Virginia Performs are ongoing.
- The Council's website (future.virginia.gov) provides a user-friendly, one-stop resource for accessing the work of the Council. Social media accounts further our outreach to the public.
- Council staff periodically issue a digital newsletter, Virginia Performs, that showcases the Council's work, as well as other performance-related projects and events in Virginia government.
- Customized snapshots of locality data from Virginia Performs are developed annually for legislators and for planning, workforce, and economic development organizations.

A Record of Success

Since its creation, the Council on Virginia's Future has been instrumental in creating lasting improvements for the Commonwealth. Working across four gubernatorial administrations, it gradually recast what was largely random, process-oriented agency reporting into a rigorous, multi-tiered system that sets clear goals, objectives and outcome measures of performance at every level of government. As an avenue for independent analysis, assessment and long-term strategy, the Council has also worked to identify, study, and draw leadership attention to some of the state's most important challenges.

Some highlights:

Virginia Performs

- Developed the core organizational structure of the Virginia Performs performance accountability system. Although not the very first of its kind, Virginia Performs has outlasted most and is now the longest-running government performance initiative in the country.
- > Launched the Virginia Performs website in February 2007, bringing accessible state performance data directly to the public. Since then, the site and the overall system itself has grown into a rich, multi-faceted source of data integrated from a variety of sources and levels of government.
- > Supported the development and launch of a new Performance Budgeting System that now integrates state agency strategic planning, performance measurement, and budgeting into one coordinated online system.
- > Established Enterprise Strategic Priorities for gubernatorial administrations to set goals and objectives in those areas they deem most critical and that typically involve multiple state agencies.
- **>** Worked with various partners and subject-matter experts on the development of issue-focused report cards, which currently track Virginia's progress with workforce development, state government operations, and the forces behind economic innovation.

Priority Issues and Long-term Outcomes

- > Began a detailed analysis in 2009 of higher education attainment and its relation to economic competitiveness in Virginia, the United States, and other developed nations. This work and its attendant reports and forums laid the groundwork for the "100,000 additional undergraduate degrees" goal laid out in the Top Jobs Act of 2011. The Council and its partners updated this goal and added a target for workforce credentials in 2014.
- > Studied the drivers of regional and statewide economic competitiveness through interviews with state and national experts, literature reviews, and budget and legislative analysis efforts that provided a foundation for the Blueprint Virginia and GO Virginia initiatives.
- > Identified and championed the importance of workforce quality for the state's economic future, which led to the development of Virginia's Workforce System Report Card, workforce-specific targets for the state, and a focus on workforce credentials among Virginia's leadership.

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